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MONTANA STATE LIBRARY
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A Choice of Futures
A Future of Choices

the third working draft
A Long Range Plan

prepared by the Montana Library
Services Advisory
Council

January 1987
Montana State Library

STATE DOCUMENTS COLLECTION
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MONTANA STATE LIBRARY
1515 E. 6th AVE.
HELENA, MONTANA

LIBRARY AS COMMUNITY CENTER

1989: A Vision of Tomorrow

As centers of information, research, recreation, and life-long learning, libraries will utilize a variety of resources and provide programs and services that respond to the needs of the individuals that they serve. All libraries --public, academic, school, institutional, and special--will be a hub of activity in their specific communities and will be supported by the people they serve as vital to the community's life. Libraries will have a central role in the transmission of knowledge, experiences, and ideas as they are passed across space and time from one person to another and from one community to other communities, information centers, and societies.

Where We Are Today

At present, Montana laws and policies, recommendations made at the 1978 Governor's Conference "Opening Doors," recent library studies, and Montana Public Library standards all support and challenge libraries of every type to be dynamic centers for their communities.

Many Montana libraries are currently assessing their communities and shaping services to meet demands. These community needs assessments are leading to expanded and improved services as traditional services and programs are adapted and new ones are implemented. As cooperative efforts are strengthened and new methods for providing service are explored, Montana libraries are becoming better able to make choices about their future.

GOAL: As centers of information, research, recreation, and life-long learning, libraries will utilize a variety of resources and provide programs and services that respond to the needs of the individuals that they serve.

Libraries will:

- Identify the wants and needs of their various library users and devise a written plan to meet those needs.

- Provide the necessary equipment, materials, and staff so that users' needs may be met promptly .

- Be accessible to all people, including those with special needs, and provide adequate off-street parking for its users.

- Be attractively and functionally furnished, ensuring ample lighting, comfortable temperatures, and clearly labeled guides for users.

GOAL: All libraries --public, academic, school, institutional, and special--will be a hub of activity in their specific communities and will be supported by the people they serve as vital to the community's life.

Libraries will:

- Schedule hours of service in order to respond to community needs most efficiently.

- Cooperate and communicate with other community agencies in utilizing the library as an information center for presentations, meetings, and displays.

- Participate in the statehood centennial events as well as other celebrations of local importance.

- Foster, inform, and encourage groups of active supporters of library service, including those administrators and officials who set budgets and make policies for the library.

- Adhere to established library standards and statutes and work for their improvement.

GOAL: Libraries will have a central role in the transmission of knowledge, experiences, and ideas as they are passed across space and time from one person to another and from one community to other communities, information centers, and societies.

Libraries will:

- Promote citizen participation on library boards and committees that will be representative of the broad spectrum of individuals served in that community.

- Ensure a balance of information by making available to their patrons library materials that reflect varied points of view, including the unpopular and unorthodox.

COOPERATION

1989: A Vision for Tomorrow

Montana will have a structured statewide library service system. Built on the multitype federation structure, this system will be an interactive network of libraries operating as equal and autonomous partners. Montana library networks will receive funding and technological support that will strenthen and formalize structures for cooperation. The statewide library service system will facilitate the exchange and transfer of materials, services, and ideas.

Where We are Today

The library needs of Montana citizens are diverse and the ability of libraries to meet those needs varies across the state. Responding to these differences, Montana's library community continues to work together to close gaps in library services. The examples which follow show the frame on which a cooperative network is being woven and clearly indicate that Montana libraries are have already begun to broaden their services through cooperation.

*A 1984 survey showed a clear statewide commitment to library collaboration through the concept of regional, multi-type federations#.

*All types of libraries throughout Montana are presently sharing resources on the state and regional levels through the Western Library Network (WLN) and the Montana Union Catalog (MonCat).

*Multi-type library cooperation models on the local level include:

>A county public library and community college that give library service by sharing staff, collections, and facilities;

>Two rural Montana communities that combine their school and community libraries; and

>Associations in different cities that emphasize multi-type library cooperation#.

*Cooperation is not bound by federation or geographic lines. The Health Sciences Information Network is a highly visible example of effective special interest cooperation across the state.

*On an ad-hoc basis, advisory groups and working committees have been convened to address particular tasks. By 1985, these groups included collection development#, continuing education, and automation.

Where We Want to Be

GOAL: Montana will have a structured statewide library system.

Libraries will:

-Update and /or create formal and informal agreements and procedures among libraries to encourage the growth of a statewide system.

-Examine model multi-type networks in other states.

GOAL: Built on the multitype federation structure, this system will be an interactive network of libraries operating as equal and autonomous partners.

Libraries will:

-Clarify the roles and relationships of all networks and their participants and utilize fully the existing human and technological networks.

-Promote new networking that enhances current cooperative structures.

GOAL: Montana library networks will receive funding and technological support that will strengthen and formalize structures for cooperation.

Libraries will:

-Receive adequate compensation--whether school, academic, public, special research or resource--for major contributions to statewide services so that user fees are avoided.

-Show evidence of cooperation with all types of libraries as a criterion for the allocation of distributable funds and services at the state level.

-Utilize statewide planning to install compatible automated systems in major libraries so that holdings can be accessed throughout the network.

-Upgrade the technical capacities of all network members by sharing services such as computer utilities, accounting, or staff training.

GOAL: The statewide library service system will facilitate the exchange of materials, services, and ideas among Montana libraries.

Libraries will:

- -Enhance resource sharing through the use of teleconference equipment, the continued development of library promising practices# and talent bank#, and through greater cooperation with non-library agencies which share such interests as intellectual freedom, telecommunications, and publishing or information services.

- -Explore the feasibility and implications of a statewide library card#.

- -Transfer and exchange holdings among all types of libraries using effective document delivery.

COLLECTION DEVELOPMENT

1989: A Vision For Tomorrow

Montana library users will be assured access to a standard core collection of information in their libraries. Policies and ongoing planning will direct the development and care of collections in the state. Some libraries will create areas of special strengths in their staff and collections, which will be supported and shared by others. Up-to-date inventories will allow libraries to know what they and other libraries have to offer as well as what to keep, what to let go, and what to add.

Where We Are Today

Collections require development to remain useful. This involves assessing the needs of communities in addition to identifying current patterns of use, choosing materials to reflect these needs and patterns plus weeding material considered no longer useful.

The ability of libraries to buy materials has declined as shrinking budgets and rising inflation have constricted purchasing power. To meet the rising costs of maintaining current materials, many libraries have had to continually reduce book-buying budgets. For this reason, having systematic and planned cooperative collection development is necessary.

Coordinated development of collections is the way to strengthen available resources at all levels--local, federation, and state. Through cooperation , Montana libraries can reduce their dependence on out-of-state resources and avoid unnecessary duplication.

At present there are a number of cooperative efforts at coordinated collection development in Montana. There are, for example, agreements among Montana Tech (Butte), Montana State University (Bozeman), and the State Library in Helena for the cooperative purchase of expensive reference books. The Office of Public Instruction provides a resource center, a film library, and an online reference service to Montana educators. The recently funded Faxnet project pulls together the resources of Carroll College, Lewis and Clark Library, Shodair Hospital's Library, the State Law Library, the Legislative Council Library, and the Montana State Library via telefacsimile. In addition to the resource sharing that is taking place, the member libraries are able to suggest, confer, and make recommendation regarding acquisitions and collection management.

Collections of materials in libraries may include all forms of recorded knowledge and the tools needed to aquire that knowledge. for example: books. periodicals. pamphlets. newspapers. pictures. slides. films. sheet music. maps. cassettes. records. microforms#. videoforms. cameras. computers. art. high interest-low vocabulary books. large print editions. talking books and records.

Where We Want to Be

GOAL: Montana library users will be assured access to a standard core collection of information in their libraries.

Libraries will:

-Develop core collections based on community needs and appropriate standards.

-Seek adequate local funding to develop collections.

The Montana State Library Commission will:

-Assist libraries in seeking funding for the development of core collections when necessary.

GOAL: Policies and ongoing planning will direct the development and care of collections in the state.

Montana State Library/Collection Development Committee will:

-Plan and coordinate statewide collection development activities, serve as a clearinghouse for information, monitor the effectiveness of agreements that support this development. and clarify local, federation, state and regional collection development responsibilities.

-Expand training in collection development to include but not be limited to: identifying primary clients and user needs. developing library mission statements and goals. assessing collections. establishing purchasing priorities and procedures, and maintaining and preserving collections.

Libraries will:

-Adopt written policies for collection development and maintenance and also review and revise these

policies periodically to fit the changing needs of their community as well as those of federation and statewide collection development.

-Adopt, enforce and adhere to policies and standards regarding material selection which are listed under "Standards" in the Glossary.

GOAL: Some libraries will create areas of special strengths in their staff and collections, which will be supported and shared by others.

The Montana State Library/Collection Development Committee will:

-Determine what materials must be added to the state's libraries to meet special user needs and make recommendations for their access or aquisition.

The Montana State Library Commission will:

-Provide money for formal cooperative collection development projects.

-Provide money to libraries responsible for building special strengths or developing collections in specific subject areas.

Libraries will:

-Develop their library collections in relation to the collections of other libraries.

GOAL: Up-to-date inventories will allow libraries to know what they and other libraries have to offer as well as what to keep, what to let go, and what to add.

The Montana State Library/Collection Development Committee will:

-Determine what materials must be added to the state's libraries to meet most user needs and make recommmendations for their access or acquisition.

-Maintain and further develop a current statewide bibliographic data base through the Western Library Network, which will be funded by the Montana State Library Commission.

Libraries will:

-Identify and evaluate unique or special resources.

AUTOMATION

1989: A Vision for Tomorrow

There will be standardization and compatibility among the library automation systems used in Montana. Libraries and their users will have increased access to information through participation in a regional bibliographic utility. In order that there be increased speed, reliability, and ease of telecommunication access, all libraries will meet certain minimum automation standards. Automated programs will be utilized to improve and facilitate management tasks in and among libraries. Training and consulting resources will be developed to provide regular, ongoing automation inservice for librarians, staff, and library users. Financial support will be provided for innovative library automation projects and for the building of a statewide bibliographic base.

Where We Are Today

Although most libraries in Montana are in the early stages of automation, many have not yet begun the process, hindered either by the expense of the undertaking or by the confusion of choosing among the electronic hardware and software products that flood the market.

A catalog of all Montana holdings (Moncat) now has one million holdings records. Moncat has greatly improved access to and exchange of information among the state's libraries by stimulating inter-library loan cooperation. Current document delivery, however, varies from fourth class U.S. mail to electronic mail. Most recently, a nucleus of Montana libraries has received a grant allowing them to transmit documents among themselves via telefacsimile.

On the spectrum of communications and information technology, Montana has some libraries without the most basic communication capability, the telephone. Others utilize or have plans to utilize such telecommunication transmission options as are available. Likewise, microcomputers of various types and capacities are used by a number of libraries, while others are considering the installation of laser discs. Computer Library Systems Inc. (CLSI) is the circulation system and online catalog used by Lewis and Clark Library and Parmly Billings Library. Montana State University has chosen the INLINKS System.

The opportunities for librarians and library staffs to receive training in automation systems and technologies is

improving in Montana. The Montana Library Association, the Office of Public Instruction, the Continuing Education Committee of the Montana State Library Commission, some Federation headquarters, and vendors such as WLN, Dialog, and BRS all have provided training workshops in automation. However, ongoing, repeated automation training is lacking. There is a need for more consistent training in automation planning, decision making, and telecommunications. There is no person at the Montana State Library whose sole responsibility is automation consulting or coordinating.

GOAL: There will be standardization and compatibility among the library automation systems used in Montana.

Libraries will:

- Ensure that files of library records in computer data bases are in Machine Readable Cataloging (MARC) format or have the Library of Congress catalog number (LCCN) or Western Library Network Identification number (RID).

- Select systems that present similar operating procedures to users.

Federations will:

- Become principal members of WLN.

- Assure that holdings of area libraries be added to the WLN data base.

The Automation Committee will:

- Recommend a standardized communications protocol for automated systems in Montana libraries.

- Cooperate with the Office of Public Instruction and the University System libraries in developing guidelines for the selection and purchase of compatible automated systems.

- Monitor compliance with the Automation Plan and advise the Montana State Library Commission on progress toward achieving those goals.

The Montana State Library and Federations will:

- Expand federations into multitype networks which include public, academic, special, and school libraries and facilitate inter-library communication through compatible library systems.

- Develop a plan for implementing compatible automated circulation systems and online public access catalogs.

The Montana State Library will:

- Facilitate the addition of non-WLN holdings to a statewide bibliographic data base built on Western Library Network.

GOAL: Libraries and their users will have increased access to information through participation in a regional bibliographic utility.

Libraries will:

- Cooperate to speed up inter-library loan delivery.

- Target to complete retrospective conversion and MARC formatting of their catalog data by 1991.

Federations will:

- Access online data bases and provide searches free or low cost for smaller libraries.

- Serve as computer resource centers for smaller libraries.

The Montana State Library and Office of Public Instruction will:

- Provide for an online network connecting school libraries to other libraries in the state.

- Prepare directories of automation software and automation resources.

The Montana State Library/Automation Committee and Federations will:

- Endorse participation in and expansion of the WLN-based statewide data base making it electronically accessible to libraries, homes,

businesses, and government offices and allowing users to automatically place holds on library materials.

GOAL: In order that there be increased speed, reliability, and ease of telecommunication access, all libraries will meet certain minimum automation standards.

Libraries will:

- Meet minimum standards for communications and information technology by having a telephone, microfiche reader, and communicating microcomputer or terminal.

The Automation Committee will:

- Recommend Montana library telecommunication standards and review specifications for major automation requisitions to ensure their compatibility with the state telecommunication network.

The Montana State Library and Automation Committee will:

- Ensure the inclusion of library automation in the state's Telecommunication Advisory Council's Long-Range Implementation Plan.

The Montana State Library Commission will:

- Fund a laser disk pilot demonstration project with LSCA monies.

GOAL: Automated programs will be utilized to improve and facilitate management tasks in and among libraries.

Libraries will:

- Access the WLN inter-library loan, reference, and cataloging services at some level, either through the Resource Directory or online.

- Plan for compatibility with WLN when purchasing hardware or software for internal management.

- Improve internal management by using commercial programs for such tasks as circulation, overdues, collection development, catalog card printing, or bibliographies, and by using spreadsheets for budget planning or statistics and word processing for clerical or managerial duties.

Federations will:

- Strive to reach full automation in circulation and catalog systems by 1987.

- Work with smaller libraries to facilitate statistics collection.

The Montana State Library will:

- Collect automated statistics from all types of libraries, analyze them, and make the results available.

GOAL: Training and consulting resources will be developed to provide regular, ongoing automation inservice for librarians, staff, and library users.

Libraries will:

- Seek advice from an MSL automation consultant regarding the relationship of their local plans for automation to the state's long-range plan.

Federations will:

- Designate a person on their staff to be an automation specialist and to share their expertise by training other staff members, other libraries, and the public.

The Automation Committee will:

- Encourage library workers to continually upgrade and update their automation expertise.

- Ask MLA's Continuing Education committee to conduct an assessment of automation training needs and to make those a priority for training opportunities and workshops.

- Encourage OPI to hold more training sessions on automation for school librarians.

- Work with the Montana State Library and Federations to sponsor training sessions on key issues in library automation.

- Ask WLN and other vendors to continue providing training to Montana libraries.

- Hold annual state symposiums on automation.

The Montana State Library will:

- Designate a staff member who will be responsible for coordinating automation consultation in the state.

GOAL: Financial support will be provided for innovative library automation projects and for the building of a statewide bibliographic base.

Libraries will:

- Use local monies to fund adding acquisitions to the bibliographic data base.

- Pay for their own Moncat fiche.

- Begin to use the regional data base and begin to replace Moncat with the Western Library Network's Resource Directory or with Laser Cat.

The Montana State Library will:

- Investigate net lender/borrower patterns and make recommendations for subsidizing lenders from general fund monies.

- Ask the State Legislature to fund the present statewide library telecommunications network.

The Montana State Library Commission will:

- Use Library Services and Construction Act and Coal Severance Tax monies to fund retrospective conversion.

- Use LSCA and Coal Tax monies to encourage automation projects in those libraries that have significant local support for automation.

- Require recipients of LSCA and Coal Tax funds to use those monies for building the data base and automating library operations.

- Request automation funding from the State Legislature for the Library for the Blind and Physically Handicapped.

- Continue the subsidy for entering OCLC data into the Western Library Network under LSCA, Title III.

PROFESSIONAL DEVELOPMENT

1989: A Vision for Tomorrow

Libraries will have a public reputation as the first place to go for accurate, timely information because qualified and experienced people will manage and provide services. Through their involvement in state, regional, and national professional activities, these people will be informed of emerging needs and new opportunities for library services. All those who work in Montana libraries will actively and freely share information among themselves, forming a living resource network for professional growth and development. Libraries and their competent staffs will extend their effectiveness by educating their communities to be more aware of library issues and needs and by becoming more visible to the public in their role as information providers and community centers.

Where We Are Today

People who work in Montana libraries have, whenever possible, taken full advantage of opportunities for professional training. This training or professional development may be either formal or informal preparatory, inservice, or specialized education chosen to address specific needs and interests.

Effective library service for Montana depends upon having competent staff who are sensitive to the needs and nature of their communities. Library personnel are, in fact, the most important resource that libraries have; therefore, hiring and retaining qualified library workers is of primary importance. Personal and professional demands require that library staff and decision-makers have broad general educations, appropriate subject knowledge, and specialized skills.

At present, state campuses offer core courses as well as many elective classes in library media. The Schools of Education at Montana State University in Bozeman and the University of Montana in Missoula currently offer a Master's degree in Education with an emphasis in library media. Also available at the University of Montana is a Doctoral degree in Education with a library media concentration. In addition, Montana State University, University of Montana, Eastern Montana College, and Western Montana College all offer courses leading to certification as a library media specialist in Montana schools. However, to earn a degree in library science from an American Library Association (ALA) accredited program, Montanans must go out of state.

The Montana Library Association's committee on continuing education# took the initiative in 1974 in promoting ongoing training in library service. Since then, the committee has planned and coordinated inservice workshops and conferences, provided an information link to national and regional programs, established guidelines to sustain and maintain funding for continuing education programs in the state, and awarded grants to individuals engaged in professional development. In addition, the Montana Library Association (MLA), with support from the Montana State Library has developed a trustee handbook and offered training to citizens and trustees to heighten library awareness and increase public involvement.

GOAL: Libraries will have a public reputation as the first place to go for accurate, timely information because qualified and experienced people will manage and provide services.

The Montana State Library/Continuing Education Committee will:

- -Improve opportunities for formal library education (especially for people already working in the state's libraries) by providing scholarships for Master's degrees in library education or for NCATE-approved media programs at MSU or U of M, or by adding Master's degrees in library science through the Western Interstate Compact for Higher Education (WICHE) program.

- -Develop a program designed to attract qualified and experienced library personnel to work in Montana libraries which will keep their expertise in Montana by offering them adequate salaries and benefits.

- -Recommend hiring guidelines, design career ladders for all library personnel, and, as part of library standards, develop model position descriptions to encourage equitable personnel administration.

- -Study the desirability and feasibility of establishing levels of certification for all library personnel.

GOAL: Through their involvement in state, regional, and national professional activities, these people will be informed of emerging needs and new opportunities for library services.

Libraries will:

-Provide compensation and release time from job duties so that staff members may attend ongoing education activities.

The Montana State Library will:

-Establish a position for a full-time continuing education consultant/coordinator providing for the ongoing evaluation and revision of continuing education plans.

-Subsidize attendance at library conferences and workshops, especially for personnel from small libraries.

The Montana State Library/Continuing Education Committee will:

-Form a library education task force composed of library educators, trustees, continuing education experts, as well as representatives of all types of libraries which would identify the professional development needs of personnel in all types of libraries and design a statewide five year plan for continuing library education and inservice training to meet those needs.

GOAL: All those who work in Montana libraries will actively and freely share information among themselves, forming a living resource network for professional growth and development.

The Montana State Library/Continuing Education Committee will:

-Encourage the library community in the state to exchange information, discuss concerns, and generate plans and activities by continuing to use the talent bank and by publishing articles about trends and issues in Montana libraries in the State Library Newsletter.

-Expand and promote an audio-visual resources library of continuing education materials at the Montana State Library.

GOAL: Libraries and their competent staffs will extend their effectiveness by educating their communities to be more aware of library issues and needs and by becoming more visible to the public in their role as information providers and community centers.

Libraries will:

- -Become better acquainted with all active members of the library community--their Friends, trustees, and governing bodies--and draw in other potentially active members, like AAUW, League of Women Voters, farm and agriculture groups, labor organizations, PTA, and RSVP, by assessing the library service needs of these groups and making them aware of how libraries can help address their concerns.

- -Combine library public awareness projects with those of organizations and associations whose goals complement libraries', utilizing such common forums as newsletters, conferences, lobbying campaigns, and public service announcements.

- -Encourage library supporters and workers to be politically aware and active and to take responsibility for educating governing bodies, city and county officials, funding sources, legislators, and voters about library needs and programs.

The Montana State Library/Federation Headquarters will:

- -Strive for 100 percent participation in federations by making communities more aware of the advantages of membership and by actively encouraging their attendance at federation advisory board meetings.

The Montana State Library/Continuing Education Committee will:

- -Develop workshops that teach library supporters and workers how to identify community information needs as well as how to help people use libraries to help themselves.

The Montana State Library will:

- -Provide a full-time public information coordinator who will consult with libraries across the state, provide support services for their public awareness and education programs, and train their staffs in the use of public relations tools and techniques.

FOR SPECIAL ATTENTION

1989: A Vision for Tomorrow

Fully aware of the unique demands placed on them by the state's physical, cultural, and intellectual diversity, Montana libraries will strive to assure all Montana citizens equal access to quality library services. New delivery systems will be developed to reach those isolated geographical areas in need of special attention. Careful consideration will be given to those user groups whose uncommon circumstances require unconventional library programs. There will be greater focus on the information needs of people isolated by their confinement to institutions, and coordinated efforts will be made to draw together and strengthen agencies and programs to serve them more effectively.

Where We Are Today

Rising public awareness and increased demand for library service to isolated regions, reservations, and institutions have resulted in upgraded services to these areas. In addition, improved funding opportunities and the growing use of new technological tools have made it possible to better serve areas and users who were formerly underserved.

Those areas calling for special attention include isolated and rural regions of Montana. Indeed, some consider all of Montana a remote, rural area, with its population density average of 5.4 people per square mile. The 1978 Governor's Conference on Libraries and Information Services formulated recommendations that recognized the continued plight of the rural library and the inequity of using population-based formulas for allocation of federal funds to rural libraries.

Extraordinary efforts are required also to provide adequate library service to the 49,564 Native Americans whose homes are scattered over 13,043 square miles of reservation lands in Montana. Excluding the Flathead Reservation with its disproportionate number of non-native people, the state's reservation population density is 2.7 people per square mile. Efforts are being made by tribal libraries to develop special collections and curricular materials as an educational resource on Native American history. The Salish-Kootenai materials being collected in Ronan's public library and at the Salish-Kootenai Community College is a noteworthy example.

Service to people in the state's institutions has come most often either directly from the State Library or indirectly

through contracts with nearby public libraries. The State Library, for example, has provided a part-time consultant to institutions since 1979. Only two of the ten state institutions have full-time qualified librarians at this time.

Within Montana's boundaries and cutting across all its geographical areas are groups of users whose unique needs require special and sometimes unusual and creative library services. They include people with disabilities, migrant workers, the economically disadvantaged, those who have inadequate reading skills or for whom English is a second language, members of ethnic commmunities, young people, senior citizens, gifted and creative people, and researchers. Several local programs have arisen to meet the library needs of these special users, often with the support of the State Library or the Office of Public Instruction. Currently, special libraries serve deaf and blind people as well as trainers, teachers, and families of developmentally disabled people.

Finally, in need of special attention themselves are film libraries, media and information systems, and government agencies whose task it is to serve the public. The state's public library cooperative film collection, currently housed in Butte, suffers from poor repair and lack of funds. Statewide coordination is also needed to link libraries to the Public Broadcasting Service and National Public Radio, which are rich sources of learning opportunities for Montana's scattered populace. NPR broadcasts from Missoula, Billings, and Great Falls; PBS comes in for cable subscribers only from Salt Lake City.

Additional support is needed as well to continue the networking and coordination of resources that is presently seen among the state government's nine major agency libraries and information centers: the Department of Commerce Census and Economic Information Center, the Department of Health and Environmental Sciences Library, the Department of Natural Resources and Conservation Library, the Historical Society Library, the Legislative Council Library, OPI's Resource Center, the Training Resources and Information Center in the Department of Social and Rehabilitation Services, the State Law Library, and the State Library.

GOAL: Fully aware of the unique demands placed on them by the state's physical, cultural, and intellectual diversity, Montana libraries will strive to assure all Montana citizens equal access to quality library services.

Libraries will:

-Identify and make use of model programs when planning and developing local level programs for their special user groups.

The Montana State Library will:

-Provide libraries with the training necessary to conduct needs assessments and evaluation studies in the area of special needs and to raise public sensitivity regarding special users' needs for improved library programs.

-Create the position of volunteer coordinator to unite the efforts of volunteer groups, service clubs, libraries, and all state agencies who serve special areas and users, modeling the position after the one in the Library for the Blind and Physically Handicapped in the Montana State Library.

The Montana State Library Commission will:

-Fund needs assessments and evaluation studies for special areas, users, and services.

GOAL: New delivery systems will be developed to reach those isolated geographical areas in need of special attention.

The Montana State Library will:

-Continue to focus attention on the needs of rural library clients and explore new types of outreach services to them.

-Assist tribal communities in developing library services through tribal college-federation-school library cooperation and in protecting and preserving tribal archives.

GOAL: Careful consideration will be given to those user groups whose uncommon circumstances require unconventional library programs.

Libraries will:

-Upgrade library service to the disabled by making communication tools, such as closed circuit television readers, Kurzweil reading machines, teletype machines (TDD), closed captioned

videotapes and films, or staff members trained in sign, available to them.

-Improve service to senior citizens by making library materials readily available in their social centers, retirement and nursing homes, or private residences and by providing programs on retirement planning, life-long learning, as well as other issues pertinent to the aged.

-Stimulate awareness of the library as a resource for adult new readers and for those learning English as a second language.

-Highlight their role as a learning center for the unemployed and school dropouts where new, marketable skills can be achieved.

-Assure input of youth concerns by providing for youth representation on library boards.

-Be aware of the unique learning needs of the developmentally disabled and provide materials for them that are of a non-print nature.

GOAL: There will be greater focus on the information needs of people isolated by their confinement to institutions, and coordinated efforts will be made to draw together and strenthen agencies and programs to serve them more effectively.

The Montana State Library will:

-Conduct a needs assessment of institutional and special libraries in order to establish a plan for improvement of those services.

-Facilitate coordinated management of the institutional libraries in the Deer Lodge Valley and elsewhere in the state.

-Encourage that library services in institutions be extended to both the staff and the families of the institutionalized.

-Improve communication between state agencies and the public and among state agency libraries by working with those agencies to help them get information out to the public through libraries and by striving for compatible cataloging among agency libraries.

-Focus attention on the state's media libraries, evaluate and upgrade their services, and make recommendations for their consolidation if it is determined that such a change would improve media services

-Make reference services available to all Montana residents and give them ready access to library information sources through the use of a WATS line or 800 number.

The Montana State Library Commission will:

-Encourage appropriate state agencies to expand library services to the people they serve through their own programs and funding sources.